



 **THE GLOBAL
LEADERSHIP SUMMIT**
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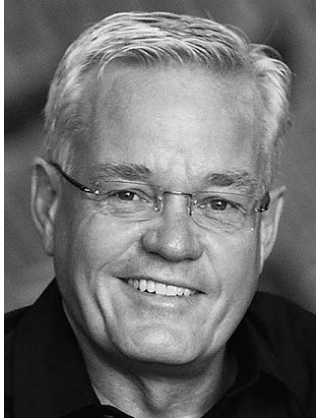
The Global Leadership Summit 2016 Conference Notes

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Session 1



Bill Hybels (@billhybels)

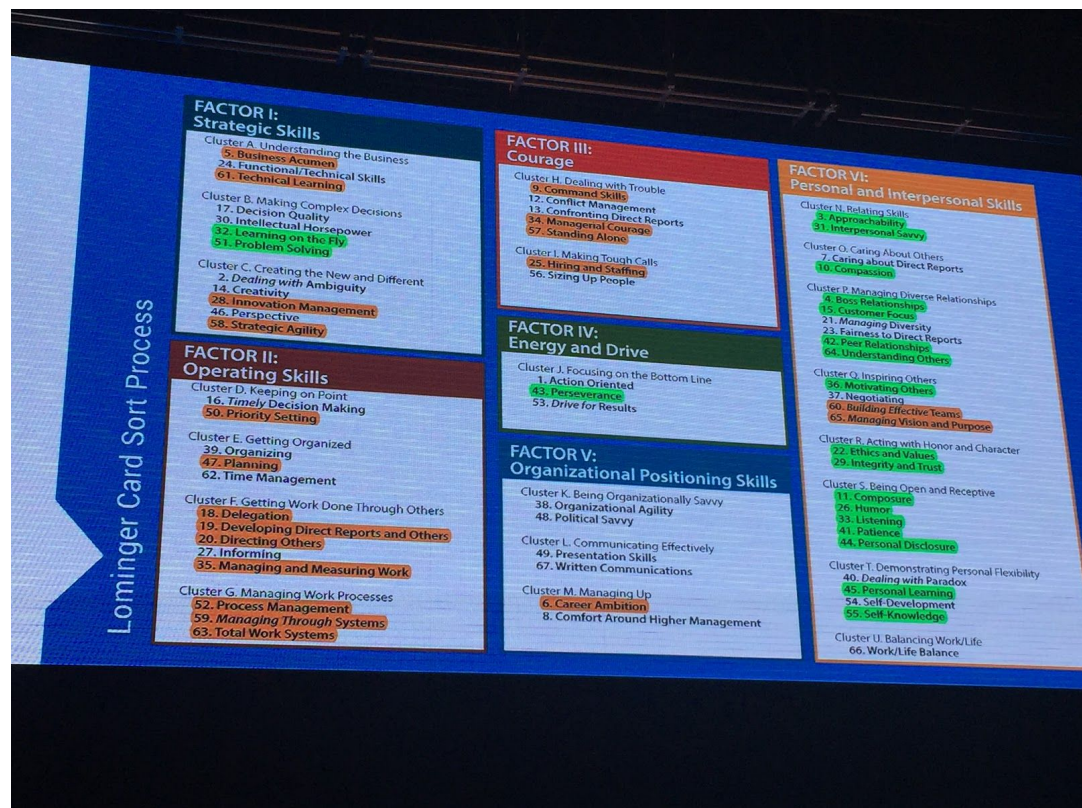
Founder and Senior Pastor, Willow Creek Community Church

Bill Hybels is senior pastor of Willow Creek Community Church, a church of more than 25,000 that celebrated its 40th year in 2015. He founded The Global Leadership Summit with a commitment to develop and mentor leaders worldwide, now impacting leaders in 125 countries. Hybels is the best-selling author of more than 20 books and his new video curriculum, *Leading From Here to There: 5 Essential Skills* is releasing in August 2016.

- Mission: stretch your minds, grow your hearts and develop your leadership
- Everyone wins when leaders get better
- Stakes of leadership are sky-high
- World is looking for leaders who will unite not divide, build up not tear down, put interest of others before self-interest, put bold workable solutions instead of incessantly kicking the can down the street.
- Highest value at the Summit is humility. We have so much to learn about leadership.
- Armed with enough humility leaders can learn from anyone. Younger from older, older from younger. Religious among us can learn from less religious and vice versa.
- Some call them glasses, some call them corrective lenses. If you are pay a bunch of money, they'll call them eye wear.
- The lenses of leadership:
- **Bright Red Lenses** - a fired up leader, a pulse racing leaders. Because they understand the effect that unbridled passion has on everyone else.
 - Leadership is moving people from here to there.
 - Leadership is not just presiding over something. It's not pontificating how smart you are. It's moving people. It's taking people on a journey.
 - Moving people from here to there takes planning, prayer, but it most assuredly takes passion. It's like protein for the team.
 - A leader's passion is contagious.
 - How does a leader get passionate? Is there a pill? Does it take a personality transplant?
 - Passion is either derived from the mountaintops of a beautiful dream or the depths of a valley that is going terribly wrong.
 - Howard Schultz - Starbucks coffee - to inspire and nurture the human spirit, one person, one neighborhood at a time.
 - A few years ago, I opened the Summit with a talk called "Holy Discontent." Something that so infuriates you that you have to get off the couch and do something. Popeye moment: "That's all I can stand, I can't stands anymore."

- How filled is your passion bucket right now? Is it way up to the top? Or is half-filled? Or is it so low that your teammates have to poke you to see if you're still breathing?
- Your people don't care if your passion is coming from a beautiful dream or a holy discontent. They just want to feel the heat.
- Whose job is it to fill your passion bucket? It's the leader's job to fill his/her own passion bucket. It's not your boards, your spouses, your teams job to fire you up.
- How does a leader keep her/his passion bucket filled? This is where reflection time is warranted. We're all different. What must you do?
- I read passionate authors. I go to places that stir my soul.
- Trip to Jordan. The civil war in Syria has sent 12 million citizens running for their lives. We have a partner church that is serving meals to these refugees. Mother with 6 kids and unsure of where her husband is. Bullies at school that were beating up son after school because he had a droopy eye. I felt a prompting from the Holy Spirit to get that eye fixed. Solving that problem filled my passion bucket.
- Sometimes helping one kid does wonders for the human soul.
- **Shattered Lenses** - frames are cool but lenses are shattered. You would have a hard time seeing through them.
 - My people-honoring lenses were shattered.
 - My dad's business was tough. My dad's way of protecting our family company was talk softly and carry a big stick. We never had a HR department. Our culture was spontaneous, primitive, low-thrill. There were no suggestion boxes and no one would have read them anyway. It was a performance, fear-based culture.
 - One of my lingering memories was my dad walking briskly out of his office with proof in his hand that another hourly employee had stolen. "Where's Eddie?" Eddie would step forward. "Eddie, meet me in the banana room." The banana room was totally sound proof. We never heard what happened in the banana room but we could see the look on their faces when they left the banana room. There were no severance packages or exit interviews. It was like they evaporated off the face of the earth.
 - Why would I pay for someone to listen to someone's complaints? Why not just build a banana room?
 - I had shattered lenses when it comes to people.
 - Decades later, I hired a qualified leader to be our HR Director. He tricked me into making our culture the most God-honoring culture that we could make it.
 - Chicago Tribune - the top workplace in all of Chicago for medium sized companies (250-999 employees)
 - Even if you start with shattered lenses, you can grow and build a beautiful culture. It doesn't matter where you start.
 - An organization will only be as healthy as the top leader wants it to be.
 - My dad could have changed our culture if he wanted to. For whatever reason, he never wanted to. I'm sure he never had experienced a healthy culture. He was decent enough and Christian enough that he should have instincts to know better.
 - It amazes me that so many of you have a fear-based culture and sit in Summit and Summit.
 - Where do you start? Hire a reputable outside agency to measure the health of your culture. You can make far more progress far faster than you think you can.

- “My job at this church saved my life. My family was wrecked by drugs and alcohol. My co-workers are the closest thing to a family that I have ever known.”
- God only really treasures one thing in this vast cosmos: people.
- Difference between religion and Christianity: Do and Done. Religion is all about the drills that people do to appease a god they know they’ve disappointed. And it doesn’t work. It messes up a lot of people actually. Christianity is better spelled DONE. What Jesus Christ has done for you is the only thing that can make a difference. This business guy saw this sermon that he felt a transformation from head to toe. He decided to become a pastor. God whispers “I don’t care if you become a pastor as long as your flock is the employees of the business you own.” It changes how he leads his people.
- What this world needs is more pastors of businesses, pastors of branches of the military, pastors of government-run agencies.
- One of the things we’re working on at Willow. We’re working on transactional noise. Low frequency noise of discontent when they don’t understand why decisions are made. It used to be water-cooler conversation. All that talk translates into transactional noise. We’ve been using a tool that we’ve never used before. We use cards.



- I’m acquiring the skill of talent observation.
- **Self-Adjusting Glasses** - developed so that you can turn knobs and you can adjust until you can see perfectly. They cost \$38 US. It cost \$88 Canadian because Canadian economy is sagging like their hockey teams.
 - Leaders have to get stuff done. They have to perform at high levels.

- Speed of the leader, speed of the team.
- When it comes to maximizing team performance, you'll eventually set some goals and evaluate around those goals.
- I challenge people to read 15 minutes a day. One guy stopped me and told me he had been working so hard on that goal that he got it down to 7.5 minutes.
- People want to know if we as senior leaders are proud of their progress.
- We've gone through seasons at Willow that we've become goal-aholics. We began to do church work in ways that I'm not proud of. We'd over adjust our leadership lenses and decide we wouldn't have any goals.
- We've created a THRIVE team. They meet with each department, help set goals and they then evaluate. Each department gets one of three designations: thriving (you're taking new ground), healthy (you're maintaining ground), Underperforming (losing ground)
- It is cruel and unusual punishment to employ a person and never tell a person how they are doing.
- I never want 6 months to pass without every staff person knowing how they're doing and where they stand. Our staff loves knowing where they are at.
- Have some of you slipped into a goal-holism? Have some gone to another extreme?
- "If you lack wisdom, ask God for it. He offers it generously to any and all!" - James 1:5
- **Sunglasses with Rearview Mirror** - Bicyclists like these because they can go really fast but they can still see what is behind them.
 - This is the legacy lense of leadership. Everyone leaves one, not just the rich and famous. What kind of legacy will you leave?
 - "I'm afraid that I'll only be remembered as a person who made a lot of money....I would give anything for a do-over." Any of you had a thought like that?
 - Prompted by the Holy Spirit, I drew an energy pie. Leadership is not fundamentally about time. It's about energy. It's where you invest your energy.
 - There aren't do overs, but there are makeovers. Throughout history, God has specialized in helping people write new chapters in their lives.
 - Are you good with how you would be remembered? Is it time for a new energy time chart?
 - Leadership can become a legal drug that other parts of your life have a hard time competing with.
 - If you're on that drug, why would you ever change a diaper? Why would you sit with the poor? Why would you ever sit with a prisoner?
 - We're far more than commerce machines. We're far more than cause machines.
 - His idea was that we would flourish at work, but flourish in our faith, in our family. God's idea was that we would flourish holistically.
 - Do you like the legacy that you are leaving behind?
 - The repentant thief on the cross: his legacy that he got his last decision so right that it made up for previous decisions.
 - Chuck Colson: a heartless hatchet man for Nixon and ended up in prison. While in prison, he reflected on his legacy. He hated what he saw. In a moment of deep humility, he asked God to change his story. When people hear his name, they barely

remember the old hatchet man Chuck. They remember the transformed Chuck. They remember Prison Fellowship. The narrative of that man's life changed in a single moment.

- A single, humble prayer can change how your future will unfold and how your one and only life will be remembered.
- Leadership matters. The older I get, the more I realize it matters disproportionately.

- **Quick Review:**

- You need to find your passion or you need to feed it. Life is too short to live with an empty passion bucket. Pursue your passion. God will unfold it to you if you ask.
- How many of you have shattered-people lenses?
- Self-Adjusting lenses: Do people know where they stand? Are they floundering?
- Your legacy. We're all leaving one behind. Make sure it's a God-honoring one. One your kids and grandkids will be proud of.

Session 2



Alan Mulally

President and Chief Executive Officer, The Ford Motor Company (2006-2014)

Alan Mulally led Ford's transformation into one of the world's leading automobile companies and the #1 automobile brand in the United States—returning it to profitability and changing the way the organization works. Prior to joining Ford, he served as executive vice president of The Boeing Company. Mulally has been named No. 3 on *Fortune's* “World’s Greatest Leaders” list and one of “The World’s Most Influential People” by *TIME* magazine.

- Helped design Boeing planes
- Working together principles and practices:
 - People first
 - Everyone is included
 - Compelling vision, comprehensive strategy and relentless implementation
 - Clear performance goals
 - One plan
 - Facts and data
 - Everyone needs to know the plan, the status, and areas that need special attention
 - Propose a plan, positive, “find-a-way” attitude
 - Respect, listen, help, and appreciate each other
 - Emotional resilience - trust the process
 - Have fun — enjoy the journey and each other
- Humor can never be at someone else’s expense. It detracts from the plan.
- If it’s not a Boeing, you shouldn’t be going.
- Bill Ford called me. Henry Ford is one of the heroes of innovation and industry.
- Ford brand had become confused due to acquisitions.
- Ford had become regionalized with no synergy between the companies.
- Consumer tastes were changing.
- Ford had become a fast-follower in technology. They weren’t leading.
- We were losing money in every brand on every vehicle.
- First forecast for profits was a \$17B loss. Four months later, we achieved it.
- Why leave Boeing to go to Ford when they had all these problems? I felt called. Ford was such an important company.

- I was picked up at airport in a Land Rover. Note to self: this is not a Ford. They take me to Ford World HQ. They take me into the basement where all the executives park. There's not one Ford vehicle. Note to self.
- They take me upstairs to introduce me as CEO of Ford. They have hundreds of press members in the auditorium. Bill introduces me and then turns it over to me. I had just got there. Two questions I remember the best: "With all due respect, automobile industry worldwide is in trouble. You're here and you don't know anything about it. Is it going to be okay that we're in trouble and you know nothing about the industry?" "The automobile industry is very buttoned-up place. We noticed that the color of your slacks don't match the color of your coat. Will it be okay for executives to wear sports coat?"
- It's all about people. I selected leaders for all the business leaders and for all the skills (engineering). They had never been in the room together. I selected the best. I shared the plan with them. We found our vision in Henry Ford's original vision: to open the highways to all mankind.
- He didn't look at the success Ford had (50% market share) but the opportunity to help all mankind.
- We decided we were going to focus on just Ford and Lincoln. We decided we wanted to be best in class in each vehicle. We agreed to serve all the markets around the world. We agreed to aggressively restructure. We agreed to accelerate all the new vehicles while everyone was pulling back. We decided we needed to get a small home-improvement loan. "Mr. Mulally, you're the only new model we have." We flew to NY and raised \$26.5B.
- I introduced them to color-coding. If you were in the red, you disappeared. You never brought a problem to your boss. Everyone was managing problems in secret. There were 320 charts and they were all green.
- [The American Icon](#).
- We were holding two thoughts: we're dealing with reality and we're going to work together to turn problems into solutions.
- It turned out great. Ford is considered the best family of cars worldwide. Number #1 brand in US. Number #1 and #2 in EU. Fast growing in Russia, Asian-Pacific, China.
- Dealerships: they are family-owned businesses. They were scared to death. They needed to know how much we love them. I told our employees to look at them and say that you love them. Say it like you mean it. It will become a self-fulfilling prophecy.
- Our stock was selling for around \$1. Our stock has appreciated 1836% We've increased the dividend.
- 42% of all employees have a positive impression about their company. That means that 58% of all employees are coming for a salary but not to build a cathedral. Today it is now 89% positive, the highest of any corporation. They're smiling because they're making a difference, they're contributing to the economy and they're having fun.
- When our competitors went bankrupt, we didn't ask for or need any precious taxpayer money.
- Leadership is needed in our world more than ever. People want to know there is a better place. We are going to move from I to We, from Self to Service. The shadow of our leadership is so important.

Session 2



Melinda Gates (@MelindaGates)

Co-Chair, Bill & Melinda Gates Foundation

As co-chair of the foundation, Melinda Gates shapes and approves strategies, reviews results and sets the overall direction of the organization. Her work has led her to focus on empowering women and girls to bring transformational improvements in the health and prosperity of families, communities and societies. After joining Microsoft Corp. in 1987, she helped develop many of the company's multimedia products. In 1996, Melinda left Microsoft to focus on her philanthropic work and family.

- I grew up in a family with four children. We grew up going to church. Went K-8 in co-ed Catholic school, then high school at all-girls Catholic school.
- Poverty has been cut in half. Since 1990 childhood deaths are down by half. But I'm impatient. We cut the number in half again and we should do it. All lives are equal and need to be treated as equal.
- Had a high school teacher that saw that I was really good at math. She advocated for computers. I started programming. Then went to Duke.
- Worked for IBM for several summers. I told my hiring manager at IBM that I was interviewing at Microsoft. She told me if I got an offer, I should take it.
- I worked there and loved it because we were changing the world. I found that I loved managing teams. If you got the best out of people, if you got the best out of your team, you got the best results.
- When we got married and I got pregnant, I loved my career at Microsoft. I told him I would be leaving. He said I could work too. I said I couldn't if we were going to live out our values with our kids.
- I want our kids to have as normal a family life as possible. We do dishes together after dinner. They take out the trash.
- The nuns taught us that one individual can change the world. They taught us the importance of silence. We would do silent retreats. In the middle of the school was a chapel. It was quiet. You could go in whenever you wanted. I try and take time in silence every day. It's usually in the morning before the kids get up. It's fundamental every day. It's incredibly important when I'm on a trip to India or Africa.
- The Foundation is our embodiment of our values in the world. We're not just giving away our money; we're giving away other people's money. We're giving away Warren Buffet's fortune.
- What can we do to make sure that they have the same start in life?
- Major investments in vaccinations and education.

- Bill and I think of this foundation as a learning journey. We were working on vaccines because it takes 25 years to get basic vaccines to developing world. As we were doing this work, I'd be in the developing world. I spend time as a woman sitting on a mat with women.
- "That's an amazing act of humility, to go in as learners." - Hybels
- You have to listen. I would listen to these women and they were looking for contraceptives. They couldn't suggest a condom because it implied that they thought their husband had AIDS or they had AIDS. 25 million married women were looking for a way to time and space their pregnancies.
- I need to walk my values in that area of our world.
- 94% of married Catholic women use contraceptives. We agree to disagree with the church on areas where we cannot agree and move forward where there is commonality.
- At the end of the day, I felt that there were all these women calling out. If you're going to go out into the developing world and listen, you have to let your heart break. They are cries for what they need. You need to let your heart break.
- Warren Buffett — "If you have anything near \$1B, it's not going to give away half of it." You can give away your time, your energy, your money. Warren inspired us to go to other billionaires and talk to them about giving away half of their money. There is now 155 billionaires signed up to do that now.
- They're starting to learn about giving it away. They find the joy in it. They learn about the possibilities in it.
- People in extreme poverty has been cut in half. Child mortality rates have been cut in half. This is because of tools like vaccines, malaria bed nets. They cost \$10.
- Maternal mortality rates have fallen by 43%. The proportion of undernourished people has fallen by almost half. The people in the working middle class has almost tripled.
- I go to places that used to feel destitute that are starting to thrive. There are farms that are getting 1/3 more yield in their farms because they're getting seeds that are drought resistant.
- Families everywhere talk about the hope to educate their kids.
- "You took your intellectual horsepower and built a fantastic company. You took that same horsepower and apply it to the greatest needs in our world." - Hybels
- In business, you have data all the time. When we came to the non-profit space, we were blown away by how decisions were being made with no data. One of Bill's goals is to eradicate polio off the face of the world. We now get data on that. When we started on contraceptives, there was no data. Now we get a report every six months and they're coded red, green or yellow.
- You're working on the problems that are hardest in society. They've been left alone because they are so hard. We want to give this money away responsibly.
- It's in the humanity of the work that you connect with other people.

Session 3



Jossy Chacko (@jossychacko)

Founder and President, Empart Inc.

Jossy Chacko leads a global ministry that exists to ignite holistic community transformation among the unreached and needy people of Asia. With a goal to see 100,000 communities transformed by 2030 through the planting of churches, they are on track, averaging 11 church plants per day during 2015. Providing leadership to a team of more than 6,500 in seven countries, Jossy uses his gifts as a communicator to challenge business and spiritual leaders to capture a larger, God-size vision.

- God must like us Asians more because he makes a lot more of us.
- We all start a dream and then we try to build our world around it.
- My dream was to make a lot of money, make it early so you can retire early.
- Got married and went to see Taj Mahal on honeymoon. Invited a slum beggar boy to join us for the next three weeks of our honeymoon.
- Matthew 25 - Parable of the talents: first doubled, second doubled, third buried it and gave it back without interest. To first two, he says "Well done good and faithful servants." To the third, "You are such a lazy and unfaithful servant."
- The first two proved themselves to be trusted with more. We've all been trusted with something. How are we proving ourselves to be trusted with more?
- Jesus has trusted the church with unbelievable talents and how are using them?
- Where is your talents today? If today, the master comes and ask for it, what would your response be?
- To Jesus, faithfulness is not just sitting with what you've been given. To Jesus, faithfulness is multiplying what you've been given. If you will multiply the small things he has given to you, he will give you more.
- God expects us to enlarge whatever he has entrusted us with. Just keeping and playing it safe is not an option for followers of Jesus.
- We are created for and commanded to multiply.
- Our legacy will be determined by what we have done with what we've been entrusted with.
- Expand your leadership reach:
- **Enlarge your vision.**
 - It wasn't that the unfaithful servant didn't have a vision. His vision was to play it safe. The others had a growing, multiplying vision.
 - What are the conversations in your board meetings about?
 - Is the Master pleased with your vision? Time has come for us as leaders to reactivate those gifts and talents we've been given.

- When people hear your vision, they can tell the size and scale of your God.
- Do not be confused about what people say about your vision because they have not heard and seen what God has put in you.
- Don't let popularity or culture determine your vision. Let your vision be determined by what the Creator has put inside you.
- Stay focused by get a bigger horizon.
- Our Prime Minister was challenging us to build toilets because 700 million have no toilets. Now we have a toilet vision.
- There are opportunities all around. Only those who have a multiplying vision will see the opportunities around them.
- Just having a vision statement on a wall will not bring change. You need to have a vision with passion.
- People will do anything for a passionary, a visionary with passion. Become a passionary!
- **Empower your people.**
 - The master gives them money and leaves.
 - Did Jesus know that Thomas would doubt him? Did Jesus know that Peter would deny him?
 - Leadership is all about taking wise chances and giving people opportunities.
 - Don't be fooled by the package that people come in. We have been blessed with some unlikely heroes.
 - Found a guy living under a bridge. Today he's leading churches and transforming communities.
 - Stefan - 18 years ago found him by side of road as a backpacker, now he leads ministry across Europe.
 - Through empowerment we can do incredible things. You can go places you could never go.
 - Your leadership reach will be determined by your empowerment abilities.
 - As we empower, we need to keep in mind: build the character before you empower them. It's not the empowerment that is a problem; its the character. Great leaders build character.
 - Empowerment has to be through relationship. Without relationship you cannot know their character.
 - All of our future leaders have to live in small groups with one of our leaders for 12 months. It builds relationship and character.
 - Make sure that you have the right, agreed upon outcomes and build the right systems and operations. We call them KPI. In business that's key performance indicators. For us, it's kingdom performing indicators.
 - Do it right and you can create shared ownership and exponential growth for your vision.
- **Embrace risk.**
 - To me risk and faith is the same thing. In the market place, we call it taking a risk. In ministry, we talk about taking a step of faith.
 - Without taking risk, it is impossible to please God.

- In our Western society, it's all about eliminating risk. When we bring that risk-free idea into leadership, we move from pioneering to preserving.
- See risk as your friend to love, not your enemy to be feared.
- The Bible says that God has not given us a Spirit of free. We must be the most risk-taking people on planet earth. If God did not give you a spirit of fear, who gave it to you? Embrace faith, embrace the courageous spirit that you got from Jesus.
- Don't allow the fear of losing what you have keep you from losing what God has for you.
- Most of us took significant risk when we started, but then we didn't have anything to lose.
- Your vision needs to be permanently hinged on the door of risk.
- How would you like to be known as lazy and unfaithful? Want that on your business card?
- Comfort, safety and risk cannot co-exist.
- Who is missing out on the blessings in their life if you're not stepping out because of risk?
- Embrace fear as your friend and comfort and safety as your enemies.
- One of the ways that we embrace comfort is trying to figure it all out before we start.
- Don't allow the earthly practicalities to keep you from the heavenly possibilities.
- It is critical that you begin to increase your pain threshold. Your leadership capacity is in direct correlation to your pain threshold.
- Some of the greatest ideas are in the grave because they did not want to take the risk. The God who put that dream inside of you is waiting for you and hoping that you will invest.
- Today is a decision day.
- When we get to eternity don't have any regret.
- Today is the day to make that decision. Make a list of all the ideas that you've buried. Next to it put a column where you are going to put action to it. Write the name of the person who is going to hold you accountable.

Session 3



Dr. Travis Bradberry (@talentsmarteq)

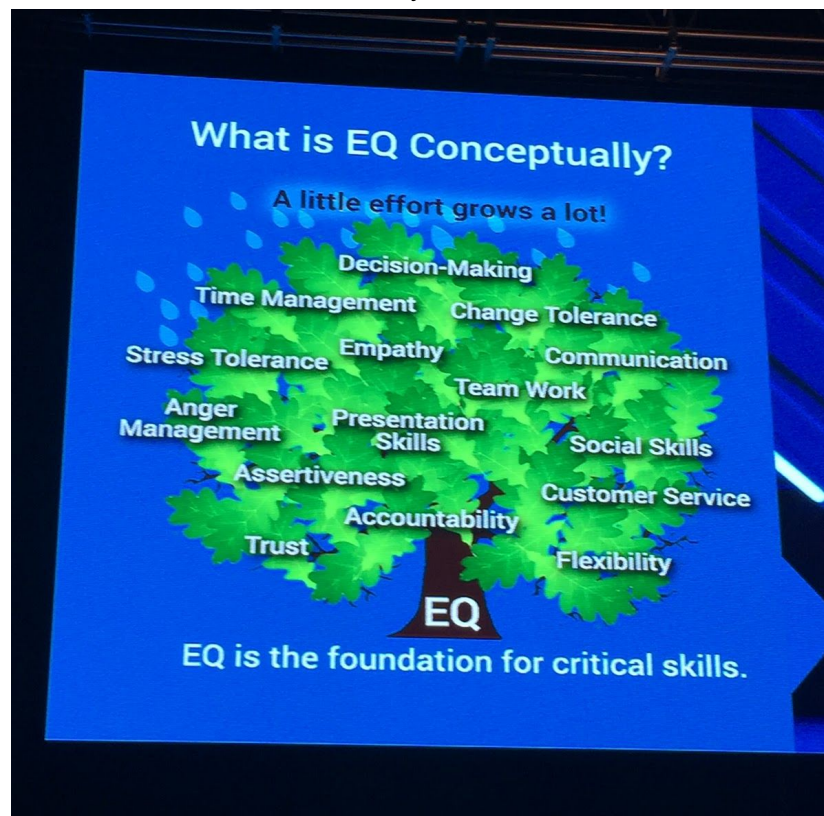
Bestselling Author; Co-Founder of TalentSmart

Dr. Travis Bradberry is the award-winning co-author of the #1 bestselling book, *Emotional Intelligence 2.0* and the co-founder of TalentSmart—a consultancy that serves more than 75 percent of Fortune 500 companies. A world-renowned expert in *Emotional intelligence 2.0*, Bradberry speaks regularly in corporate and public settings helping listeners better understand what emotional intelligence is, and most importantly, how to use it to improve their leadership.

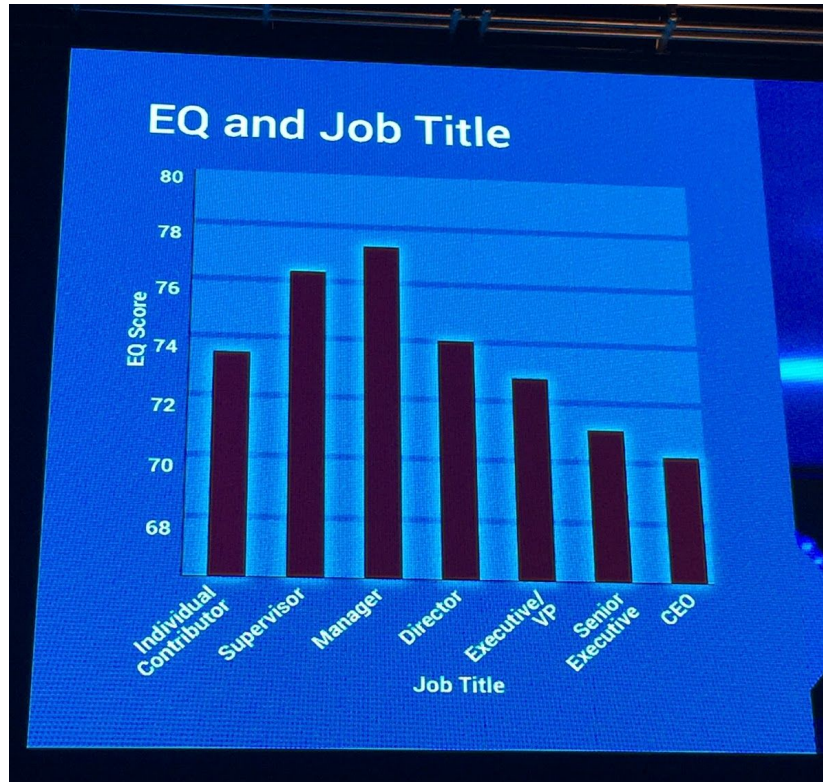
- Did anybody else get a free emotional intelligence test via an airline on the way here?
- IQ only explains about 20% of what you do in life.
- Emotions are the primary driver of our behavior.
- Phones Gage - railroad foreman working to build railroad in Vermont. Tamping iron accident. He went back to work and was now late, angry, every impulse exploded unfettered into action.
- Everything enters into the base of the brain. They travel across the limbic system first (the emotional center). They then enter the rational center. You respond emotionally before you can react rationally.
- School system is built on 18th century Prussian model designed to create docile factory workers.
- Emotional intelligence is a flexible skill that can improve.
- IQ and EQ do not occur together in any meaningful way.
- **Self-awareness:** the ability to accurately recognize your emotions as they happen and understand your general tendencies for responding to different people and situations.
 - You spot it, you got it. There are several things that people do all day long that annoy us. Yet there is some things that really get our goat.
 - Movie clip from "Role Models": Venti coffee vs large coffee
- **Self-management:** using awareness of your emotions to choose what you say and do, in order to positively direct your behavior.
 - Biggest mistake people make is that people don't understand that positive emotions need to be managed to
- **Social-awareness:** recognizing and understanding the emotions and perspectives of others.



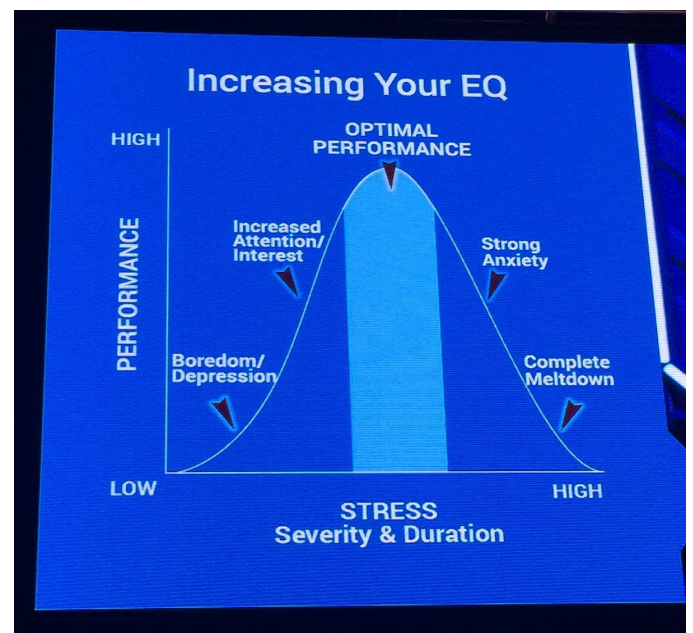
- Requires that you focus on the other person more than yourself
- **Relationship management:** using awareness of your emotions and the emotions of others to manage interactions successfully.
 - Tougher to do in relationships that are strained, in our family or the workplace
 - Biggest mistake we see people fighting to win the battle but losing the war
 - Clip from “The Pursuit of Happiness”: Know what today is? Saturday. What’s that mean? Basketball....Don’t ever let someone tell you that you can’t do something, not even me. Alright? You got a dream? You have to protect it....You want something? Go get it. Period.
 - It’s seeing how your behavior impacts others and making adjustments so that you can improve the quality of the relationship.
- The business case for EQ
 - EQ is a foundational skill. When you focus on EQ, it trickles into other areas.



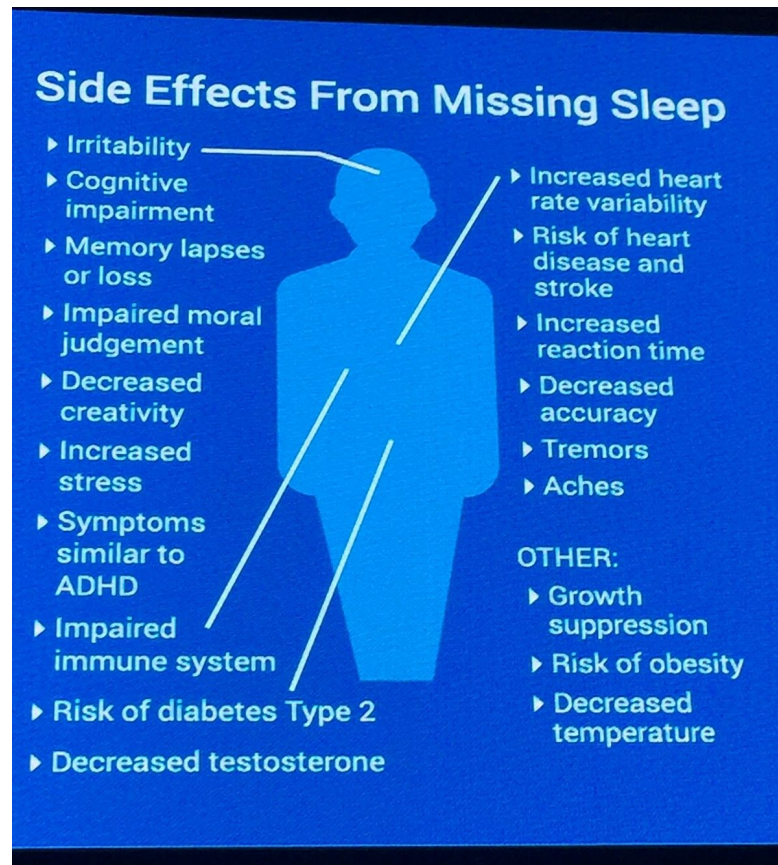
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- EQ account for 60% of job performance; high EQ is 90% of top performers and 20% low performers.
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- EQ & Job Title - CEOs have lowest EQ in the work place.



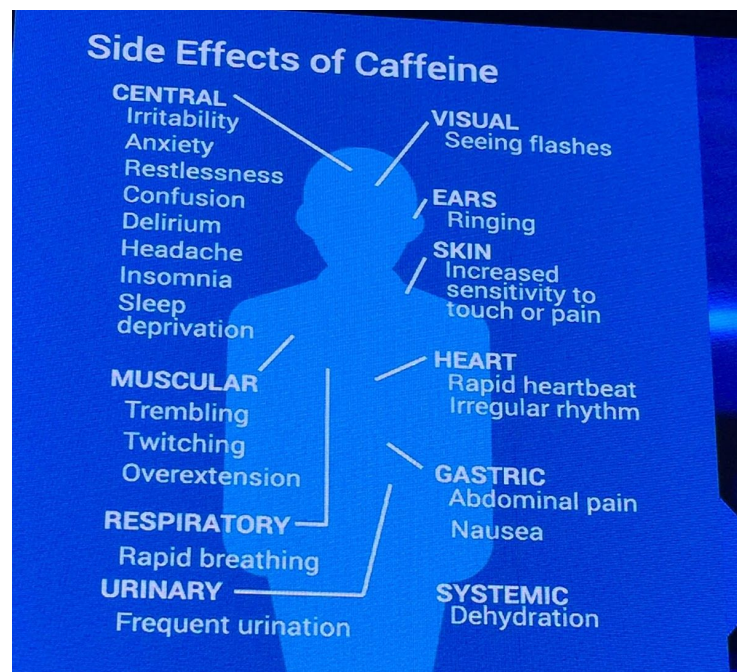
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- Work on making behavior habitual.
- Increasing your EQ requires:
 - the understanding of self-awareness comes first
 - the pursuit of feedback and knowledge of mistakes
 - simple, everyday practice
 - leaning into discomfort
 - Lean into stress
 - We live in a world with too much stress. Get simple strategies that can bring stress down: take a walk, breathing exercises, turning your phone off at nights.



- Clean up your sleep hygiene. Getting enough high quality sleep is important.



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- Moderate caffeine intake



Session 4



Patrick Lencioni (@patricklencioni)

Bestselling Author; Founder of The Table Group

Patrick Lencioni is the author of 10 business books that have sold nearly 5 million copies, including *The Five Dysfunctions of a Team*. *The Wall Street Journal* called him one of the most sought after business speakers in America, and he consults on topics related to leadership and organizational health. A Summit favorite, Lencioni's upcoming release, *The Ideal Team Player*, explores the three essential virtues that accelerate teamwork and predict team success.

- How many of you get scolded for your language by your mom in front of thousands? Hi mom!
- I was afraid she'd pull out a naked baby picture or prom picture or naked prom picture. I am from California. I'm sure there are clothing optional proms.
- The first time I talked about the 5 Dysfunctions of a Team. It begs the question: Are some people better at that than others?
- We read Jim Collins book and then we hired around our core values. Over time our clients just set, yeah, we'll do those as well.
- We learned that those core values were descriptors of the ideal team player.
- I was having lunch with my friend Matthew Kelly. He asked what I was writing. I said nothing. He said I should write about these values. It's my best-selling book ever.
- When i go through these three words, you're going to be unimpressed.
- The ideal team player comprised of: humble, hungry, smart.
- To be a great team player, you have to be humble. You're about the greater good. It's not about self.
- Sometimes people lack self-confidence. That's not humility.
- Ken Blanchard quoting Lewis, "Humility is not thinking less of yourself, it's thinking of yourself less."
- To be a great team player, you have to be hungry. You have to go above and beyond. Hate the idea of being described a slacker.
- It's the easiest one to understand but hardest to instill later in life.
- The ideal team player is smart. It's not just intelligence. It's emotional intelligence as well.
- Smart is about people smarts, common sense about people.
- Hiring for intelligence is not a great ideal.
- What do you do with this? You need to know how to identify people on your team, yourself and prospective employees.
- People who lack hunger or smarts might be a sweet person, but they are not effective. We call them "The Pawn." They need our prayers but they don't need to be invited onto our teams.

- People who are just hungry (not humble or smart), we call them “The Bulldozer”. They can get stuff done but they leave a trail of dead bodies behind. Sometimes bulldozers can last longer in an organization.
- What about person who is just smart? They are “The Charmer.”
- What about the people who have two of these areas, but are missing one of them? That’s not enough.
- Don’t throw the labels around.
- What about those that are hungry and humble. We call them “The Accidental Mess-Maker.” “It’s a Wonderful Life” — George Bailey was an accidental mess-maker.
- Those that are humble and smart, but not hungry: “The Lovable Slacker.” They tend to survive for a long-time because they are lovable. They just don’t work. They usually just enough work so that you don’t do anything.
- People who are hungry and smart (this is the most dangerous) - “The Skillful Politician” They are ambitious and driving and know how to make themselves look humble. I’d rather work with a bulldozer because at least they can’t hide it. It’s like Al Pacino in the Godfather.
- Use this to develop your people. We have to be vulnerable enough as leaders to make people feel comfortable doing this.

Had to leave to coach my middle school girls soccer team. The following notes are what I’ve been able to piece together based upon the notes of others including [Joshua Reich](#) and [Brian Dodd](#).

- Generally we overemphasize technical skills. We tend to over focus on that which is measurable and you can put on a resume.
- Know what you’re looking for.
- Don’t get caught up in what “you think you should be looking for.”
- Behavior always rises to the top
- To interview someone, get them out of the office and get to know them.
- Don’t overlook red flags and gut feelings.
- Stop doing silo interviews.
- Ask people the same question more than once.
- Ask what other people would say about them on something. People are more honest when they tell you what other people would say.
- Scare someone with sincerity. Tell them what you’re fanatical about. Tell them that if they line up, they’ll love it and if they aren’t, they’ll hate working here.
- My three ideal team players - Steph Curry, Alan Mulally, Woody.
- Steph Curry doesn’t like attention. He is also one of the hardest working guys.
- Alan is one of the humblest people I’ve met. Alan only missed six staff meetings in 38 years.
- People who are workaholics have something missing in their heart.
- If you are a follower of Jesus, we are in the golden age of leadership.
- Bitterness and caving in are two things we cannot do.
- May all of us as leaders be willing to suffer for Jesus.

Session 5

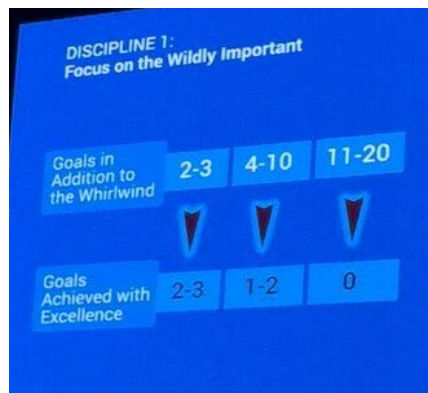


Chris McChesney (@McChesney4DX)

Bestselling Author; Executive at Franklin Covey

Chris McChesney is a *Wall Street Journal* #1 national bestselling author of *The 4 Disciplines of Execution* and is the Global Practice Leader of Execution for Franklin Covey. Known for his high-energy and engaging presentations, McChesney has consulted with many of the world's top brands and leverages this practical experience to help leaders from the boardroom to the front lines of an organization get better at executing the ideas that matter most.

- 15 years ago, Ram Charan wrote a book called [Execution](#). What do leaders struggle with more: strategy or execution? What are they educated in?
- The hardest thing a leader will do is drive a strategy that requires a change in human behavior.
- My wife always has one piece of advice for her friends, "Honey, don't marry a fixer-upper."
- Trying to change behavior is brutal.
- Ever been driving in your car and realize that you used to not talk to yourself? We tend to blame the people.
- [Edwards Deming](#), father of the quality movement, "Anytime that the majority of the people behave in a particular way the majority of the time, the problem is not the people; it's the system."
- There are rules for doing the hardest thing that leaders will have to do, natural principles, God-given laws.
- There are four disciplines for execution: Focus, Action, Leverage, Accountability
- **Discipline 1: Focus on the Wildly Important**
 - In addition to the whirlwind, what if you're trying to do goals.



- If you try to do 2-3 goals, you can accomplish 2-3. If you try to do 4-10 goals, you can get 1-2 goals. If you try and do 11-20, you get nothing done.
- You are going to have to say no to good ideas.
- "There will always be more good ideas than there is capacity to execute." Execution 4:3
- What does it look like to narrow the focus? Separate everything that it takes to maintain the organization from this goal.
- What lives at the corner of really important and not going to happen on its own?
- Wildly Important Goal - what makes something a wildly important goal is how you are going to treat it
- What are the fewest number of battles necessary to win the war?
- Rules for Discipline 1
 - 1. The fewest battles necessary to win the war.
 - 2. One WIG per team at the same time.
 - 3. You can veto but don't take. Let the sub-teams have a voice. People have to have their say but they don't have to have their way.
 - 4. A WIG must have a Gap (from x to y by when) x=starting line, y=goal, when=deadline
- What happened to accountability when Kennedy says we're going to the moon? It goes up. So did morale and engagement. It went up because there is a switch in their heads that is "Game On."
- Execution doesn't like complexity. From strategic intent to specific finish lines. The two best friends of execution are simplicity and transparency.
- **Discipline 2: Act on the Lead Measures**
 - The goal is a lag measure. What is going to get there is lead measures.
 - Lead measures are predictive of goal success. They are also directly influenceable by the team.
 - If you want to lose weight, there's two lead measures: diet and exercise
 - I have seven kids in school. That's why I travel. If you need me tomorrow, I'm your guy.
 - Everybody knows diet and exercise. What everybody doesn't know is how many calories I've had today and how many calories I've burned today
 - There's a big difference between knowing a thing and knowing the data behind a thing.
 - Payless Shoes: one lag measure = transaction measure
 - Give the frontline your best thinking. They gave their stores their best 8 lead measures. Each store chooses two lead measures.
 - They started measuring kids feet. They tripled their goal. How long had they known that measuring feet was important? Forever.
 - Bad news: data is hard to get. Good news: it's like solving a puzzle. Bad news: they'll forget everything in 3 days. Don't underestimate the amnesia inducing effect of the whirlwind.
- **Discipline 3: Keep a Compelling Scoreboard**
 - People play differently when they are keeping score. We're looking for a player's score board, not a coaches score board.

- Can we see if we are winning or losing?
- Keep a physical scoreboard. Words on left, graphs on right. Lags on top, leads on bottom.
- The #1 driver of morale or engagement is whether a person feels like they are winning.
- Go to a time in your career when you were most excited? You thought you were winning. When it comes to engagement is about the work.
- Do the people that work for me feel like they are playing a winnable game?
- **Discipline 4: Create a Cadence of Accountability**
 - Key question: What are the 1 to 3 most important things I can do this week that will have an impact on the lead measure?
 - This is just in time strategic planning. They are never urgent. There are always 50 things in the whirlwind that are more urgent. In the moment, urgency always trumps importance.
 - The worst part of an all-blue week is the realization that I didn't get anything done.
 - Every week there is a wig: reports on last's week commitment; review and update scoreboard; make commitments for next week (don't give people their commitment)
 - Great execution is about creating a pull, a high-stakes winnable game.
 - We've applied this process in 200,000 teams.
 - Favorite story: Town Park. They are valet parking subcontractors. The lead measure was car-retrieval time (when you're valeting a car, you already have friends; you want your car). They didn't have the data because it was too hard. In two weeks, they had a way to measure it.
- The rules for execution turned out to be the same rules for engagement. Do the people that work for me feel like they are playing a high-stakes winnable game.

Session 5

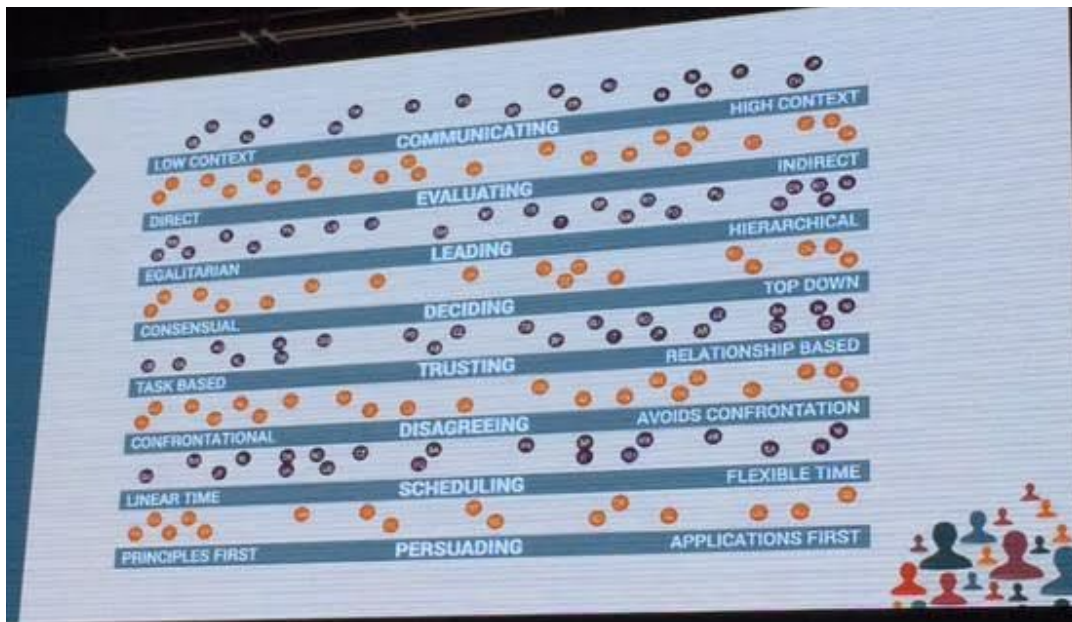


Erin Meyer (@ErinMeyerINSEAD)

Professor at INSEAD; Author and Consultant

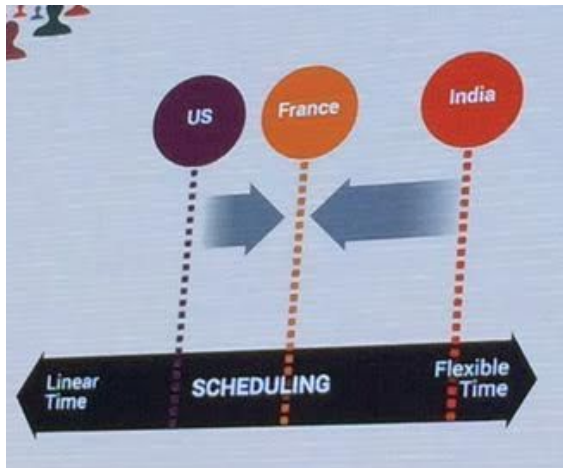
Erin Meyer is a professor at INSEAD in France, one of the world's leading business schools. Her recently released book, *The Culture Map*, focuses on how the world's most successful global leaders navigate the complexities of cultural differences in a multicultural environment. In 2015, Meyer won the Thinkers50 "On the Radar" award, given to the best of the new generation of thinkers most likely to shape the future of business and business thinking.

- Chinese client - Bo Chen - hired by company outside of China in London. He prepared the entire trip from Beijing to London. During the meeting, he said nothing at all. As he was leaving, he overheard, "It seems that Bo has nothing to add."
- Second situation, French woman to Sadine - she was living in Paris moving to Chicago. Asked her boss how she was doing, "Not going well. I've talked to her about some changes and I've seen 0 effort." I called her and asked her how things are going, "Things are going great. I had my first performance review, the best I've ever had."
- I've been studying cultural differences are impacting business. I call this culture mapping.



- What does it mean to be a good communicator in different cultures?
- When you look at country positions, they look precise but of course there is variance. You will have people that fall on either side of the curve.

- Don't look at the absolute positions. Look at the relative positioning.



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- How do cultures respond and understand one another?
- Low versus high context communication

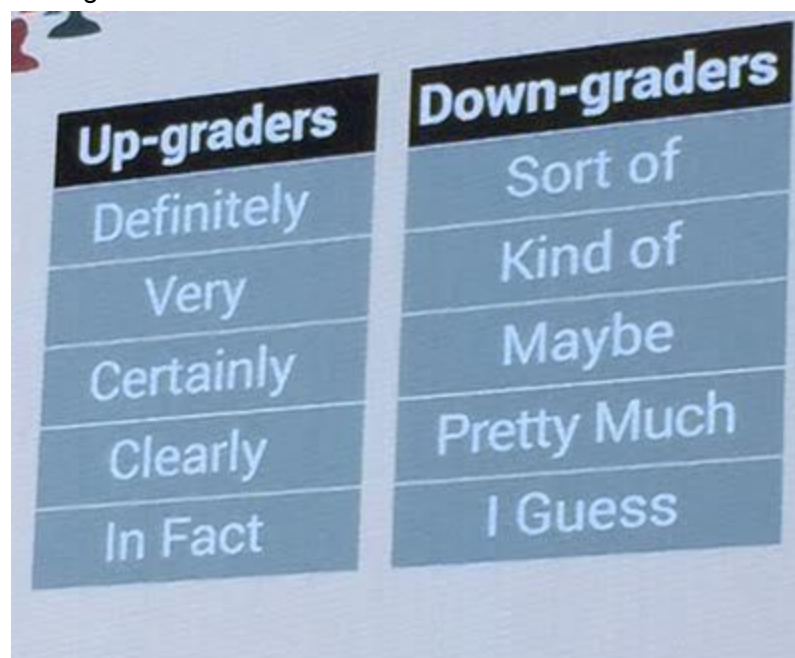


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- In low context, we assume we have low number of shared reference points.
- Low context: explicit, clear, simple. I tell you three times because it's about simplicity and clarity.
- High context, we assume we have high number of shared reference points. It should be implicit, layered, nuanced. French have words for high context that English don't even have. Japanese is the highest context in the world. They have phrase that means "someone who is unable to read the atmosphere."
- anglo-saxons to the left of scale. mediterranean countries in the middle. asian countries are to right of scale.
- In Germany, we almost always do a recap of the meeting. In France, they just stand up and say "Voila" In low context, we tend to nail down things in writing.
- In Nigeria, we raise our kids for high context. We're low context in our house. I've posted rules on the refrigerator.
- Communication Conclusions
 - Global teams need low context processes.

- With low context people be as explicit as possible. Put it in writing. Repeat key points.
- With high context people, ask clarifying questions, repeat yourself less, and work on increasing their ability to “read the air.”
- One last example: finished book went to Japan and made presentation, asked if there was any questions. No questions. Leader asked if he could ask. He looked around room and found people wanting to ask questions. How did you know? It was in how bright their eyes were. They were looking at you with bright eyes.
- Direct versus indirect negative feedback



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- Dutch person was direct and British person took it very emotionally. He thought it's the last person I'm going to ask for feedback.
- Dutch person writes report and asks for feedback. British highlights the good stuff and makes “small suggestions” and “minor adaptations.” Dutch person took feedback straightforward and sent report. Found out weeks later that British person didn't like the report.
- Direct countries use negative language, use upgraders. Indirect countries use down-graders.



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- Quick comment on US/France education system: In US, when Ethan comes home from school. His US teacher write "excellent work!" "almost there". In France, when they take dictation test. The paper always has red marks "apply yourself!" "NA (means skills not acquired)".
- Comfort with silence
 - Some countries are very uncomfortable with silence. If we come with high comfort with silence (China, Indonesia, Japan), you will think its a good thing. US becomes uncomfortable with silence in 2 seconds. Chinese can go up to 7 seconds with silence.
 - First culture: Latin, some African; Second culture (little overlap): Anglo and Germans: Third: East asian

Session 5



John Maxwell (@JohnCMaxwell)

Leadership Expert; Bestselling Author and Coach

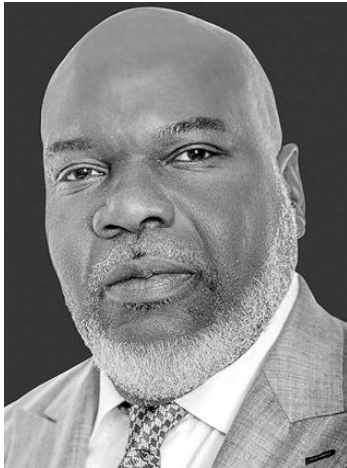
John C. Maxwell, a #1 *New York Times* bestselling author, coach and speaker, was identified as the #1 leader in business by the American Management Association and the world's most influential leadership expert by Inc. in 2014. His organizations—The John Maxwell Company, The John Maxwell Team and EQUIP—have trained over 6 million leaders in every nation. His latest book is *Intentional Living: Choosing a Life That Matters*.

- As a grandparent, you understand that every grandchild is the most beautiful intelligent baby in the world. They always ask: How did intelligence skip a generation? My son was waiting on me after a talk. He told me I was write. He said, just last week grandpa and I were having that same conversation.
- Before the Iron Curtain fell, I was speaking. I know you believe that leaders add value to people. These people don't understand that because they've never had a leader add value to them.
- All communicators connect on common ground.
- I asked them two questions: have you ever been suspicious of leaders? Have you ever had a leader hurt you?
- Everything rises and falls on leadership. When leadership is good, everything rises.
- As a leader, you have the ability to bless people and curse people.
- Before a leader can lead anyone, first they have to find the person.
- The first step of leadership: One thing I want you to do is intentionally, every day, add value to people.
- Had conversation with Rob Hoskins (CEO of One Hope). In Ghana, 95% said they did not want to be leader because leaders are corrupt, take advantage. We took them through leadership material and asked again, 85% wanted to be leaders. It turned that adding value to people was so essential. It is the core of leadership.
- Thin line between motivating people and manipulating people. Manipulating people is always wrong.
- Three questions that followers ask leaders:
 - Do you like me? Why would I want to follow someone that doesn't care about me?
 - Can you help me?
 - Can I trust you? Are you going to take my life and manipulate it or truly make it better?
- Basically they are asking: Will you add value to my life?

- Everything worthwhile is uphill. Life's not easy; it's not suppose to be. Great marriages are uphill. If you're going to be healthy, it's uphill all the way. If you're going to be successful in business, it's uphill.
- Here's the problem: people have uphill hopes and downhill habits. The only way to break downhill habits is to get intentional.
- There is no accidental achievement.
- We have to come and make a choice in our lives that we are going to add value in people in our lives.
- Significance is not about me; it's about others. There is a downhill habit that fights against significance. It's selfishness. Selfishness and significance are incompatible.
- Think you're not selfish: if you're in a group photo, who is the first person that you look for? Is it a good picture: how do you look? You judge the whole picture on how you look. But we're not selfish and we don't take selfies.
- Most people don't lead their life, they accept their life. When you accept your life, it's not intentional and its downhill.
- Five things I do every day that intentionally add value to people:
- I value people. If you're going to add value to people, it begins foundational with valuing people.
 - As I follow Jesus through the Gospels, the essence of Jesus is that he values people.
 - Nicodemus, Samaritan women, thief on cross, children.
 - When he told stories, he talked about the lost sheep, the one. The son who came home.
 - God values you. God values people I don't know. God values people I don't like.
 - We, as Christ followers, are going to have to make a choice. Are we going to spend our life connecting with people or correcting them?
 - My heart breaks because I think people think we're much more correctors than connectors.
- I think of ways to add value to people.
 - Intentional living is up-front thinking.
 - Who am I going to see and how can I add value to them?
- I'm looking for ways to add value to people.
 - We see things as we are, not as they are.
 - When I am an added value liver, I begin to see ways to add value. If you're an added value liver, you become an added value looker.
- Everyday I add value people.
 - I make sure that it is action.
 - Father moved into assisted living. He greets people as they move in.
- Everyday I encourage others to add value to people.
 - It's my mission in life. It's why I'm here.
 - Person who decided she was going to change Paraguay. Ended up speaking for the President of Paraguay. Now have trained 75,000 leaders in Paraguay. Speaking Tuesday to 8,000 communicators who will train 80,000 educators. It's totally God!
 - One lady that decided to add value to people and go after her country.

- Out of 300,000 people, who is going to be the next Gabby? Who is going to be the next young lady who is going to add value to people every day and make my life count? I'm guessing there will be Gabby's rise up.

Session 6



Bishop TD Jakes (@bishopjakes)

Founder and Senior Pastor, The Potter's House

Bishop T.D. Jakes is a visionary, provocative thinker and entrepreneur who serves as senior pastor of The Potter's House, a global humanitarian organization and 30,000-member church. Named "America's Best Preacher" by *Time Magazine*, Jakes' reach and presence spans film, television, radio and books, including his most recent *New York Times* bestseller, *Destiny: Step into Your Purpose* and his latest film, *Miracles from Heaven*, starring Jennifer Garner.

- Conventional wisdom says that leaders should focus on one thing. Apparently you don't buy conventional leadership wisdom.
- I think we get trapped by titles. We allow people to put a period where God has put a common.
- Find the common thing. The common denominator is that I'm called to communicate. He opened my mouth to speak.
- Use every gift that God has given you.
- Burnout is often the frustration of not being challenged.
- If you're not challenged, if every day's challenge is so predictable, then you're not growing. We need to be challenged every day.
- You have to be willing to go through the hallway of haters. They are symptoms that you are on the right track.
- It's the stuff you learn along the way that helps you.
- Haters are just an instrument. Sometimes they're distractions. Sometimes they're pointing out areas of growth.
- Eat the meat, throw away the bones.
- You don't need them to do what God has called you to do.
- Jesus taught through parables. We need to minister through stories. We need to tell people truths without assaulting them. There are more people in the theater on Friday night than the pews of our churches on Sunday.
- The Great Commission is not about coming; it's about going.
- You are no greater than the people that you put around you. If you can find the people that have a skill set that can help you fulfill your dream...
- The dream should be greater than what you can fulfill on your own.
- You cannot be great until you can be around other great people without being intimidated.
- Our perspectives are narrow because we have limited them to a tribal perspective when we have a global God.

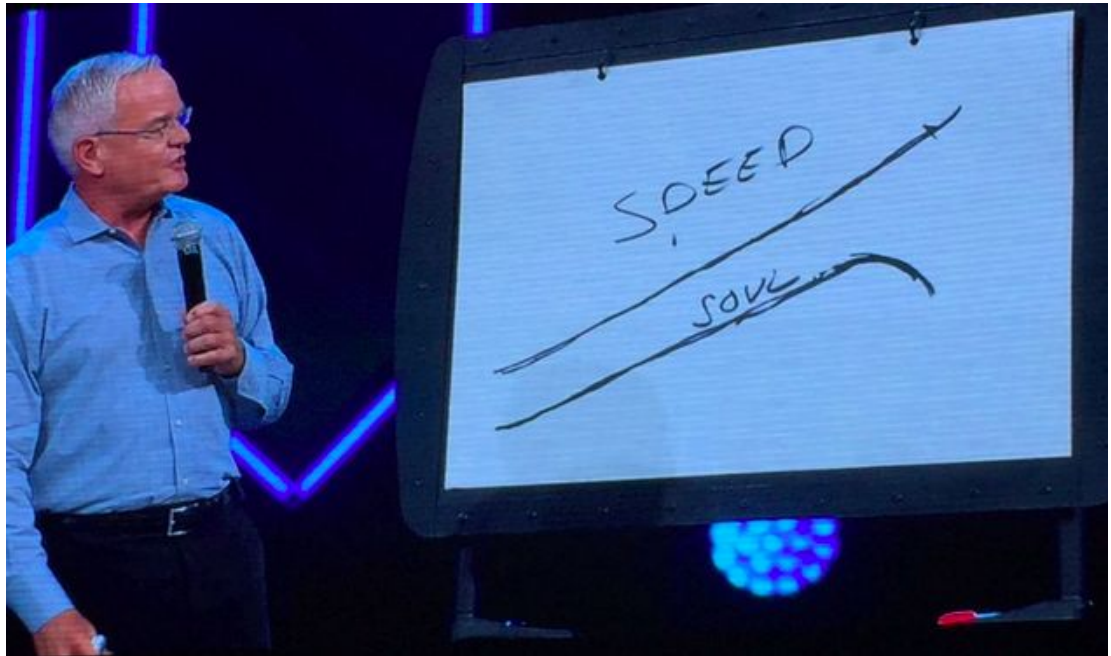
- When you start too many moments in the same area that area will start to deplete. Touch everything but hold it too long. If you have to hold it, you have hired the wrong people.
- Every time you take on new things, it will take on longer to manage it.
- It's okay to get tired. Jesus got tired. But you don't want to stay there.
- Every time I'm tired, it means we need to restructure. The structure might be okay, but not sufficient for the weight we are now carrying.
- What are you willing to leave behind in order to get there.
- God did not mean for you to save what is yesterday's vision. You have the grace to let it go.
- God allowed the worms to eat yesterday's bread so that we could have your daily bread.
- There are lots of people that don't go to church that are starving for what we have but won't come to us. If we can give it to them in a way that is palatable, they'll eat it up.
- The ability to be there in their house every day is like being Joseph. I think I can be a conduit that would allow faith to go mainstream.
- The reason we physically get a fever is the body is telling us wrong. The reason we have pain is a gift, it draws attention to problem we have. As horrendous as the problems are that we have in our country right now, it can be a blessing. It is drawing attention to communities we drive by, issues that we ignore.
- America has been forced into a conversation that we should have had years ago. It's complex. We have created pockets of infections that people are trapped in. Systemic racism is not about if you like the color, it's about have you included them in the strategy of success.
- Our American dream has become their American nightmare.
- Throughout history, we've had swelling and pain around issues that can no longer be ignored.
- Stats would show blacks don't any more crime than whites, but were 7 times more likely to be convicted.
- Why don't you get up on your feet? I'd get up on my feet if you didn't cut off my legs.
- The problem is that we have not included a strategy that would allow the underserved to be included.
- We're seeing the kinds of war that we don't have a strategy to win. It's not country versus country. You can't just put sanctions on them. We need a comprehensive plan that attacks hunger, disease.
- Anarchy erupts because someone in power forgot someone who wasn't.
- When you start to recognize the brotherhood of men, God will bless you like you've never been blessed before.
- This is not fixable without faith. The reality is the church has done the worse job. Martin Luther said that the 11 o'clock hour is the most segregated hour in America and 50 years later it's worse.
- We need to be intentional about tearing down the natural propensity within humans to remain comfortable.
- I'm passionate about the book (Second Wind) because of the purpose of the book. It's about owning your own future and not waiting on people to come bail you out. Second Wind is practical, pragmatic that challenges our country to be entrepreneurial again.
- We were by a Creator to be creative. We're just consumers now. God called us to be fruitful. This is a clarion call to be fruitful.
- It's not the paper of the book I'm excited about. It's the purpose and the plan.

- If you do church the way that your fathers did church, you'll miss out.
- There is not one living thing that God put in the earth that God did not put a seed in itself. That seed is potential. You are gifted. To some he gave two, to some he gave five. It only works when you do something with it.
- God has given you more than your life shows, than your occupation has demanded. I want to be a bee that drops some fresh pollen on you. Get out of the box and living up to the check that someone wrote when they gave you a title. Don't die wondering if you have lived your life to the fullest.
- Get up out the bed in the morning and reimagine yourself doing things that you have never done before. It is within your reach.

Session 6

**Bill Hybels, Dr. Henry Cloud (@drhenrycloud)
& Shauna Niequist (@sniequist)**

- Hybels - Blind spots are things that leaders think they do well but everyone else knows they struggle with.
- There is almost an universal button in leaders when it comes to self-reflection. I need to stop this cycle of activity and get before God and ask "How am I doing? What's happening to my heart? What's happening to my relationships?"
- If I don't punctuate my activity with time of self-reflection that I pay and everyone else around me pays.
- The illusions of leadership - things you think are true but really aren't.
- SPEED & SOUL: The illusion that you can carry every increasing amounts of speed in your life and simultaneously keep the soul line heading in the same margin in the same direction.



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- At some place along this increasing line of speed, I start losing touch with my soul. The connection with God becomes me asking God to keep my speed up. God keep up with me today.
- "Can you tell me fast?" "I'll just come back dad when you can listen slow. She had grown accustomed to this."
- If you don't get into some system of recreating, you'll wind up in the looney bin.
- What do you do? It must include flattening out the speed for a while. It must include new practices, new boundaries.
- Spend two minutes reflecting on this.

- My experience is that leaders start the process of slowing down, it's awkward. If this first reflection didn't work, don't worry. We have another coming in just a few minutes and you'll do better.
- Henry Cloud, recently wrote *The Power of the Other*. He says that part of what it takes is the power of the other.
- Cloud - we've heard great stuff about strategy and execution.
- The illusion is that we go and do that. They all depend on one factor: who are you connected to?



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- When a Navy SEAL lands behind enemy lines, where am I? where's my buddy?
- Put it on a 3x5 card. Map of connectedness.
- There is only four possibilities of connectedness.
- Corner 1: No connection - when you get off airplane and turn phone on and it is searching for a connection. God put a chip in every human being searching for connection. When you connected, it increased your capacity. Leadership can force you into isolation.
- Corner 2: Bad connection - the banana room. In corner 1, I'm alone. The worst place is to be in relationship with someone but not connected. In this corner, it leaves us feel like I'm bad, I'm inferior. I'm a loser.
- Corner 3: Fake good connection. It's pseudo connection. It relieves the pain. it might be a substance. It might be an addiction. It might be an illicit relationship. It might be driving your team to greater and greater numbers. It's like eating sugar. You eat sugar but you need more.
- I heard a Christian speaker saying she was having an affair with two men: Ben and Jerry.
- Corner 4: Real connection. Someone who can meet my needs in real way.
- You have to come home to corner 4. God says to come home to corner 4. We just need to admit our need. By the way, that's where God lives.

- Spend two minutes reflecting on which corner do you find yourself in most often? Why? What inhibits or prohibits you from going to corner 4 where you would be connected to Christ to family and friends, co-workers?
- The illusion of achievement. If I hit this mark, if I get this position, I will be satisfied to the depths of my being.
 - Shauna gave me a manuscript of her book, Present over Perfect. Little did I know that God would use my daughter's book to restore me.
 - Niequist - I believed the myth that you are what you do, you are what you build, you are what other people think of you. What happened is that over time is that I stopped being able to feel at all. All I could see was deadlines. Life felt like an obstacle course. I felt exhaustion and isolation.
 - I began the journey back to grace, to love, to connection.
 - This is my greatest regret: for a season I put my marriage, my family on an altar of competition.
 - The love I was looking for was never found in the hustle. You can't earn it, compete for it. You can just make space for it.
 - "Bring on the love!" "There's the love."
 - Love is not in the numbers. Not on the numbers on bank accounts, credit scores, scales. Love is not something you can calculate. It's not something you can earn or hustle for. It's something to be received.
 - The God who created you for love.
 - Do a satisfaction audit on a 10 scale. Where are you finding satisfaction? Where are you not finding it? Is the hustle worth it? Are you chasing something that will leave you unsatisfied? Are you open to the Spirit of God redefining what true achievement is?
- If I could wave a wand, I would wave a wand that you would reflect 10 minutes a day on your life. Often it's not an audible voice. It's an impression.
- Cultivate the leadership self-discipline of self-reflection.

Session 7



Danielle Strickland (@djstrickland)

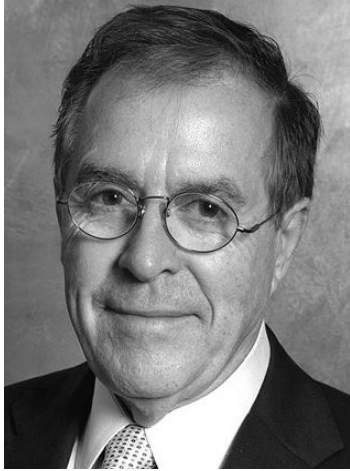
Officer in The Salvation Army; Advocate and Author

Originally from Canada, Danielle Strickland, currently serves in Los Angeles as The Western Territorial Social Justice Secretary for The Salvation Army. Serving the marginalized for over twenty years, she is also an ambassador for Stop The Traffik, a global anti-human trafficking campaign. The author of several books, including *A Beautiful Mess*, Strickland is an exceptional communicator and inspires listeners to set aside their limited expectations and fall in line with God's vision for their lives.

- TD Jakes went before me and Jesus is coming after me. I feel like I'm in a pretty good spot.
- Got a chance to serve with Salvation Army in Russia when it reopened. I served under a man who I affectionately called Captain America. While I was there, he had to go back and raise money. I remember watching his replacement emerge from the plane. She was small, shriveled, wrinkled. It felt like it was the end of the world as we know it. They replaced Captain America with my grandmother, Commissioner Ingrid Lindberg.
- As we drive to the prison, reporters are chatting about the horrors of the prison. "Pull over the car." "I don't feel like you are onboard. We are coming with hope, with light bulbs for those living in the dark. I want to give you opportunity to either get on mission or get out of the car." "We're on board, ma'am." "Who has to pee now?"
- Time Magazine reporter stopped by before they had to leave town. "Would you pray for me?" That was the day that the trajectory of leadership changed for me forever. Everything changed. God gave me the difference between spiritual leadership and good regular leadership.
- Judges 6:11-24 - story of unlikely hero Gideon
- "Do not be afraid!"
- Immediately after building this altar to the God of peace, he starts a war.
- True peace is not the absence of conflict; it's the presence of justice.
- *Shalom* is everything wrong being made right. It's the presence of rightness, it's the presence of right relationships. It's the presence of the wholeness and fullness of God.
- God wants everyone to walk into shalom and then carry out shalom with them.
- The world is crying out for *shalom*.
- Gideon has a chiropractic appointment with the eternal God. He has to get in correct alignment and posture.
- God usually finds us hiding out.
- Draw a line. True humility - is agreeing with God about who you are. In one end, write insecurity and on the other end write arrogance.

- When God interrupts him, he is so insecure that he thinks he's got the wrong tree. "Shut the front door!" He is so stuck in insecurity.
- "Mighty warrior!" God calls him out for who he already is.
- We start the story of redemption, salvation with Genesis 3, with our depravity but the story doesn't start there. It starts in Genesis 1 where God made us for good.
- Gideon plays the tape. "But I am the least in my family...." When you read that, you realize that he has said that before. There are many of you here with a tape playing. God's just like "stop the tape!"
- We need to stop playing the tape and start playing the tape that God plays for us.
- God wants you. God wants you for who you are.
- If you're drawing a line, you'll also draw a line that is vertical and it's true dependency. It's agreeing with God about who He is. And here's a hint: you're not Him!
- Gideon is always asking for a sign. Fleece: "woah! It happened! God's real."
- Every time God comes to a woman, it's "May it be to me as you have spoken." Men, it's sign after sign after sign.
- At top of line is self-sufficiency. At the bottom of line is co-dependency.
- Muhammad Ali seatbelt story - "Superman don't need no airplane either."
- Gideon is making pockets of dependency in his personal life.
- Most of us in a Western context don't suffer with co-dependency, we struggle with self-sufficiency. We live our lives in such a way that we don't need God except for a parking spot.
- Gideon's saying: "Show up in my real life!" When he actually has to lead, he doesn't have to do it out of insecurity, pride, arrogance, self-sufficiency, he can do it out of the wholeness and fullness of the Shalom of God.
- You need to create space in your life where only God can show up.
- "Do you only have enough love for one?" "Break our hearts for all of them." Launched an empowerment charity. Lord said you're not taking anything. We're going to start with your life savings. I want you to cash out that mortgage, give it to 1,000 people at conference. Long story short: over 1 million orphans empowered.
- What is the thing that shifted your leadership? What kept you in the game? It must have been that day in the bank. He carved out a pocket of dependency in his own life, his money, his marriage, his future. He knew who God was in his real life.
- I grew up in Salvation Army. We love Ephesians 6 because we're always preparing for battle.. We're putting on boots of the gospel of peace. What we're called to do is step into true humility, into true dependency and you experience the shalom of God and you take that shalom, the peace of God, the love of God into a world longing for hope.

Session 7



Horst Schulze

CEO, Capella Hotel Group; Founding President, The Ritz-Carlton Group

Horst Schulze's vision has helped reshape standards of excellence in the hospitality and service industries. Under his leadership, The Ritz-Carlton Group was twice awarded the prestigious Malcolm Baldrige National Quality Award—the first and only hotel to win even one such award. In 2015, Schulze delivered an inspiring and practical talk at the Summit, and will be back this year to unpack how we can build organizations that value efficiencies.

- I remember you. You had a different shirt on last time. Pay attention this time.
- Thank you to all the volunteers. They must have listened to me last year.
- I congratulate you because you made a decision to grow, to improve, to listen and incorporate it into your life. Keep on growing no matter how old you are.
- When Jesus sent out the apostles, he said don't worry about what you'll say, let the Holy Spirit speak through you. That's what I intend to do.
- It doesn't matter if it is a shoe store or a hotel, customer service is the same.
- What do you think about? How do you think about it? How do you move forward?
- You hear so much about leadership and management. There is a lot of confusion out there. I want to unpack this for you.
- Want to start a new business? Ask: What industry? What market segment? You need to know your segment to give that segment what it wants.
- How am I going to be successful in that business? You have to be sufficient to the market. Know what the customer wants. You have to be more efficient. How am I going to making sure that it costs me less?
- In order to do this, to be the most sufficient and efficient, I need leadership to do this.
- How good do we want to be? In everything we do, no matter what our business is, no matter what market we're creating excellence in, I can assure you part of what you need to be excellent in is hospitality, service.
- Customer wants three things: the product is perfect, you serve them timely, that you care. The personal caring drives satisfaction.
- I'm gong to give you facts and if you don't agree with me, you're wrong.
- If you have shoe store and customer has great hospitality, even if they don't buy shoes that time, they will come back. You are all in the hospitality business.
- How good are we in hospitality?

- St Benedict's Standard of hospitality: "All guests who arrive should be received as if they were Jesus Christ himself. Due honor should be shown to all...."
(<http://www.osb.org/rb/text/rbeaad1.html>)
- What do you do when someone comes in and asks to speak to you?
- Sufficiency and efficiency is accomplished by great management with great leadership skills.
- Where does today's management come from? The behavior of today's management was created during the Industrial Revolution. It's called [Taylorism](#). Taylor said, "We think. They do." Are we not sending memos saying do it this way? We are still disconnected from the employees who are invested in the process. Controlling it. That's Taylorism.
- Management should be managing processes and product. You lead people.
- Leadership cares and involves people. The word leadership implies we are going somewhere. We need to align people behind us.
- Leadership asks: is this destination that I see good for all concerned? The customers, the investors, the employees, society. He measures it against the God-given values.
- How can I lead if I don't have something true and steadfast to look at?
- The process is to select the right employee. Don't just hire, select people. Align them to where the destination of the organization is going. That destination is a successful company. Show them that they won.
- On the first day, show them the destination and tell them how it benefits all people, including them. Alignment.
- Why is the first day so important? Because the first day we are open. Behavior is set by the time you are 16 years old, unless there is a significant emotional event is taking place in your life. Invite them to an honorable objective. Keep on repeating the key elements of the company.
- It is a total focus on your market, your customer, your employees.
- This communication has to go on the first day. We can't just hire people and put them to work.
- You don't hire people for function but its what they do all the time. We shouldn't hire human beings for function. Chairs are for function. We hire them to be part of a dream. They need to understand it. You break it down and you repeat it every day.
- From day one, you show that part of your effort is efficiency. On our first day, we show them our canon.
- We are "in business to create value and unparalleled results for our owners by creating products which fulfill individual customer expectations."
- The experts say that in a good running organization that there are 56,000 errors per million sections. If we eliminate the mistakes, what happens?
- "We deliver reliable, genuinely caring and timely service superior to our competition with respected and empowered employees who work in an environment of belonging and purpose."
- Efficiency is not cutting cost. Anybody can cut cost. Slowly your killing your business or killing your brand. Eliminate unimportant work.
- Buy a lot of things. We have a lot of input about what our customer wants. Look at every input that you have. If your ketchup costs \$1.50 and you beg and negotiate to \$1.49, you just got ahead of your competition.
- Create a saving, create efficiency, it's eliminating defects.

- When you buy something, what do you want? You want no defect; you want timeliness, you want those who give it to you to be nice to you.
- There is huge money to be saved in eliminating defect.
- I opened first Ritz-Carlton Hotel. The #1 complaint we had was slow room service. The root cause of mistakes is almost always five steps away. We get the people close to the process to examine the problem. The problem was the elevator. House men were propping the door open. There wasn't enough linen. We bought linens.
- I lost some of them because we cut cost.
- Empower them. Join them in your thought. Have them join you in your thinking. Empowering is respecting them.
- Your employees, your customers are your neighbors. Love your neighbour as yourself.

Session 8



Wilfredo de Jesus (@PastorChoco)

Senior Pastor, New Life Covenant Church; Community Leader and Author

Under Wilfredo De Jesús' leadership, New Life has grown from 120 people to more than 17,000 through church plants and to more than 130 ministries reaching the most disenfranchised—the poor, homeless, prostitutes, drug addicts and gang members. Named one of *TIME Magazine's* 100 most influential people in 2013, De Jesús is the author of *In the Gap* and became a Summit favorite following his challenging and inspiring talk in 2014

- A leader who stops learning stops leading.
- We need men and women of God to lead in their communities.
- Hebrews 2:1 - "We must pay the most careful attention to what we have heard, so that we do not drift away."
- How do we lead in a culture that is drifting? How to do we lead in a culture
- No one drifts upstream. No one drifts toward holiness. A student drifts during a lecture. A husband's heart drifts in weakness. A driver's car drifts when their attention is lacking. Our culture is drifting. We're afraid and concerned.
- The church is divided. What we're seeing today is unprecedented.
- Gallup and Barna show a shift in our culture. 44% of Americans can be described as post-Christian.
- You don't drift upstream. Going upstream takes work. You never drift against the tide.
- Drifting won't get you there. We have to stay the course.
- There's a difference between a map and a compass. A map changes, but a compass always points true north. It's unchanging. It's uncompromising. We may not like it, but it does not change...even if culture is changing.
- A map always offers many routes to a destination. Compass does not give multiple options.
- Jesus said, "I am the way, the truth and the life." Without God in the center of our lives, we drift. No other pursuit satisfies us. No other life is worth living.
- I was at youth conference praying at an altar. "I have called you to be a great leader. Stay on my path. I will bless those who bless you and curse those who curse you."
- God planted in my heart this true north.
- Psalm 119:11 - "I have hidden your word in my heart that I might not sin against you."
- How we respond to God's word matters. You should pay attention to your response. Our response is imperative.

- Even though culture is drifting, the church is not to drift. The church has always been at odds with culture. Pastors and leaders, at any point that you try and be relevant to culture, you become irrelevant
- **1. People begin to accommodate the drift**
- **2. People oppose the drift.** They are angry and only listen to people that reinforce their fears and fuel their anger.
- **3. People withdraw.** This group assumes that my voice does not matter. Immigration, gun control...
- These are all wrong examples. They undermine as strong, compassionate wise children of the heavenly king. Those who accommodate lose truth. Those who oppose can lose grace. Those who withdraw too quickly lose their opportunity to represent him in a lost and confused world.
- **4. We must engage culture.**
- John 17:13-16 "in the world but not of the world. I am coming to you now....even as I am not of it."
- With this identity, we interact with truth and grace. We follow the example of Jesus. He moved to the outcasts. He cared for the marginalized. He felt genuine sorrow when others chose a different path.
- Too many Christians value their positions on issues more than God's commands to walk in love.
- Matthew 5 "You are the salt. You are the light." Being salt and light requires us to have equally radical commitments to love and truth.
- When he was saying we're salt, he was saying that there is a world deteriorating and we were needed. There is a world in darkness and we need to carry the light.
- Engage the demanding people and difficult issues in our culture.
- Choosing to engage requires a lot.
- Love Life campaign. Laid out 352 crosses to represent the 352 lives loss to gun violence this year alone.
- Evil has prevailed because good has been absent.
- We must bring good to the picture. The world must see good. This is not the time to retreat, to withdraw.
- We must be salt and light.
- In just a month, 82 lives have been lost to violence with guns in Chicago.
- We have to get out of our four walls and engage culture. Let them know about the love of Jesus.
- Robert Irvine - Restaurant Impossible - what's missing is the salt in our culture.
- The remedy: know your identity. You're the church, the greatest institution in the world.
- We must know who we are. We must not be identified by how the world defines us.
- Acts 20:24
- Went to palace in Burkina Faso and followed protocol. The king asked me to pray for him.
- We have to watch the undercurrent. Anything that moves opposite to the word of God is an undercurrent. I know that the American dream is to have it all but God's dream is to lose it all.

- Flight from Chicago to Dallas - how many changes did you have to make? a couple thing. The pilot has to make all kinds of small adjustments to make sure that he is on the right flight plan.
- We shouldn't be surprised that we waver; it's entirely normal for imperfect human beings to fall off course.
- Making corrections are good and right to stay on track. You'll have to make adjustments to stay on God's flight plan. We must admit that we have strayed. We must make a new commitment to his flight plan. Know what that's called? Repentance.
- Acts 3:19
- It's healthy to repent. It's positive to repent. The person who never repents thinks they never do anything wrong.
- April 15, 1912 - Titanic sinks. "The Floating Dream" "The Floating Palace" Four warnings the ship had and they never heeded the warnings. Once the officer realized it was about to hit an iceberg, it was too late.
- DA Carson - "We drift toward compromise and call it tolerance; we drift toward disobedience and call it freedom; we drift toward superstition and call it faith. We cherish the indiscipline of lost self-control and call it relaxation; we slouch toward prayerlessness and delude ourselves into thinking we have escaped legalism; we slide toward godlessness and convince ourselves we have been liberated."